

Staff Roadshows Feedback

June 2016

1. Introduction

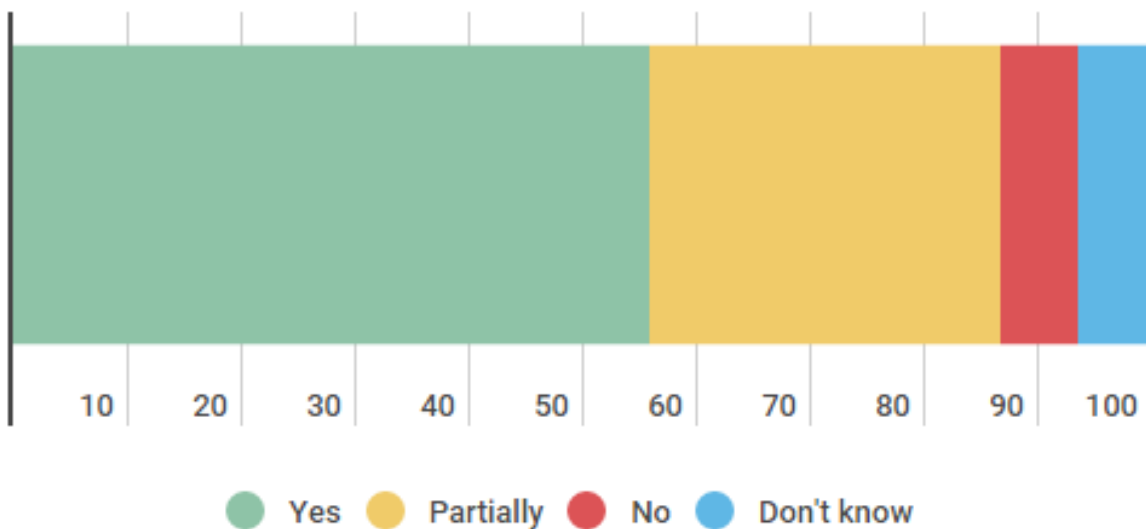
Fourteen staff roadshows were held from April – May 2016. The events took place across the borough and for staff who were unable to attend a roadshow in person, a film of one of the events was made and published onto YouTube.

Although not part of formal public consultation, the roadshows are key staff communication and engagement events. Formal staff consultation will of course take place as implementation plans are progressed.

Overall 2033 staff (including agency workers and Elevate staff) attended an event – this represents approximately 59% of the workforce. In addition there have been to date over 160 views of the film.

Staff were invited to feedback on their views of the roadshows or the film and provide general comments about what they heard. The purpose of asking for feedback is to explore barriers to attendance, how far the content was understood and whether the format of the event was useful. The feedback identifies main staff engagement themes which will help us to better manage change.

For staff that attended a roadshow or viewed the film, approximately 90% said that they fully or partially understood the proposals, and only 5% did not understand them:

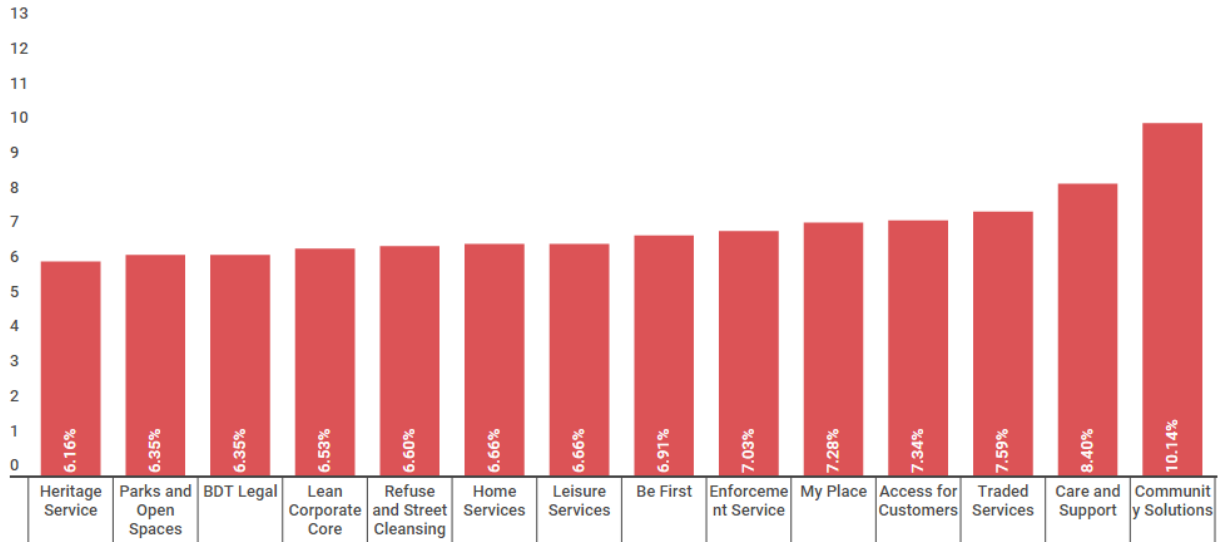


2. Feedback on the Roadshows

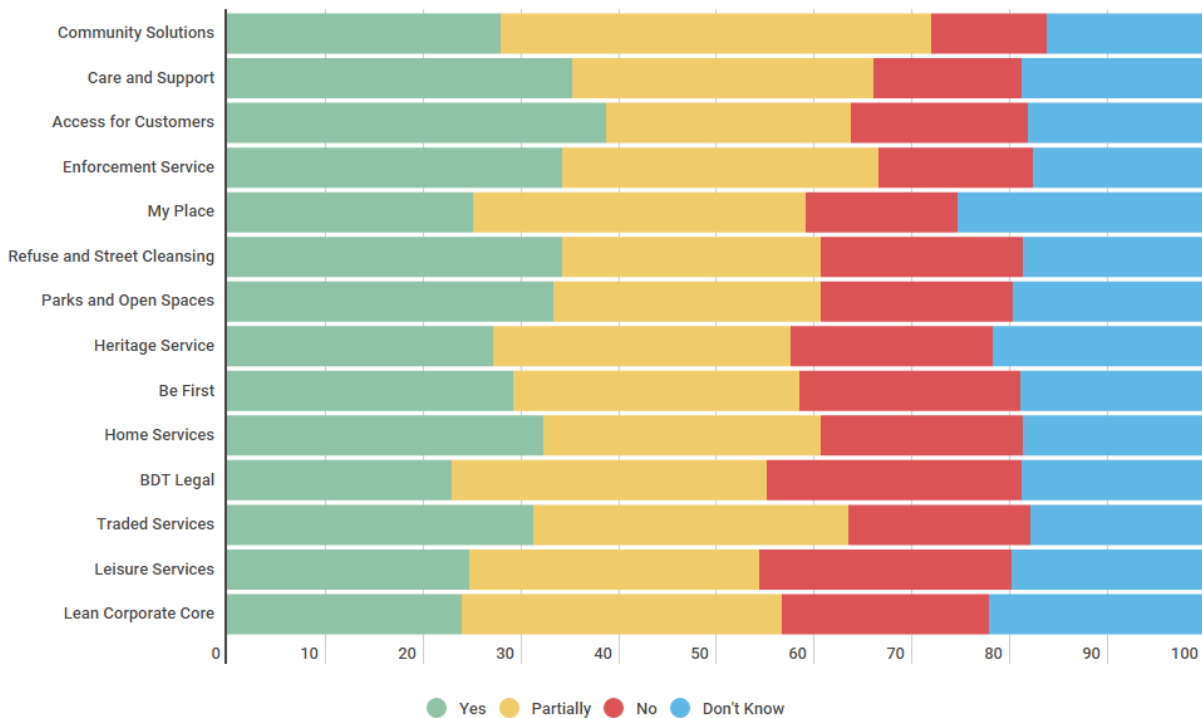
There were a few comments about some practical considerations – the length of the event, and the amount of information provided was for some too much to take in. The roadshows were designed for all employees and were not targeted. This was intentionally as it provided opportunities for everyone to hear the same message. Senior managers and managers were asked to cascade and check understanding with teams in more local groups. One commented that “It was too much time to take out of the working day of busy

people and would have been better done in a more targeted way so that we got a brief overview and more detail on the parts relevant to us”.

There was some interest in the proposals for service blocks. The percentage of comments received for each block is shown in the following table:



Staff commented on their level of understanding about the Ambition 2020 proposals at this stage, which is set out below as a percentage:



3. Main staff engagement themes

Staff were provided with an opportunity to comment or ask any questions about what they heard at the roadshows.

68 comments were received; a number of shared issues and themes emerged as set out below:

Comments about the impact on residents/customers

Some staff raised concerns about how the proposals will work for residents, and were in particular concerned about access to services, and the need for good communication and effective management. For many staff this was the first opportunity for them to hear about the proposals, and how things might work in the future.

The involvement of our residents in the change and the proposals was mentioned by some, and staff asked for continued engagement from front line staff and service users in shaping the future service.

Staff asked for more information about how services like the enforcement service would work to shift behaviours. Opportunities for drawing on staff insight and relationships with the community were suggested.

Ambition and expectations

Many staff reported that they were inspired by the roadshow and were clear about the need for change. “I got excited about this and wanted to get involved”;

Many felt that this type of change is well overdue, that the ideas were uplifting “I was left feeling excited and inspired about LBBD’s future and that this was the Council’s best shot at it” “Bold ideas, really unusual, not what I expected” “I believe that we have strong and visionary leadership of the Council and I applaud the effort made to reduce compulsory redundancy and create a service that is partly self financing” and “I think this is a good idea, the Council needs to start to think like a business”;

As well as the need for change, many also commented on the challenges ahead. The need to have the right people and systems in order to make things work was seen as key. Equally having the issues tackled rather than moving the issues and bad practice into an “outsourced model” was raised. General service improvement and building on foundations came out in the feedback.

One employee commented that they would like more information on how the ambition could be turned into actions.

This theme is summed up by one employee “it looks to be very difficult to implement but excellent if it works”

A fair employer

There were requests for more information about how TUPE will apply and a small number of points about the impact on pay and conditions.

My job

Many staff wanted understandably to know what the proposals would mean for them, their service, their profession and their job. There were some points made about wanting some clarity about which where particular services will fit where in the new service blocks.

“More communication needed to understand individual programmes in detail”

“I understood all of the changes and I think some of them seem really innovative and are moving with the times. In terms of my job role, I’m not sure that I understood where we fitted, especially having sat within leisure, housing and environment in the past 3 years for some duration of time or another!”

“More information is needed about significant and small changes”.

“I understand everything that was said however a lot of things are still not known to the council so there will still be unanswered questions that cannot be answered at this time”.

“I feel further information is required to advise people where their role/team will sit in the future.”

“Would have liked more information on the specific elements and how they will affect individual departments”.

Some staff raised the need to quickly identify how they would be affected to reduce uncertainty about the future.

Ongoing communication and engagement at key milestones would help to reduce unease.

Learning and Development and Skills

Only a small number raised the need for training.

Budgets and savings

Only a small number of staff raised budgets, with one commenting that they were positive about looking at a “more thoughtful” way to reducing budgets.

IT and systems

Staff wanted to be reassured about the investment in systems, the website and IT in particular. One person also suggested IT training and support for customers.